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## PRESIDENT'S MESSAGE

In my two preceding messages (I can't call them clarion calls to action) I noted some problems encountered by traditional approaches in industrial psychology, especially in the field of personnel selection. One of these mentioned that tests which were fair for a group reared in one culture might not be fair for those with a different childhood background, and that spurious validities might be obtained if the people filing performance appraisals (or handing out discharge slips) had strong prejudices which induced perception of the performance of disliked groups as inferior. The second stressed the notion that work groups (blue collar or executive) often set up norms of behavior which block the individual from performing in accordance with his capacities, motivation and personality traits as estimated by customary methods. In both cases, I was implicitly arguing that a good "industrial" psychologist must be sophisticated about the contributions deriving from other fields of psychology.

My final opportunity to fill these pages will be devoted to a different theme: does industrial psychology have anything to offer our brethren who specialize in other phases of psychological research? You may assume that I would not pose the question if I did not intend to offer an affirmative answer. Actually, I would argue that there are several conceptual tools in the industrial repertory which have wider value, but to conform to space limitations, I shall mention only one: the idea of multiple criteria.

We have learned that quantity of performance is not the sole criterion of a worker's success; we must also consider quality, material spoilage, machine damage, accidents, absenteeism, and similar variables in arriving at an answer to the question: did we select the best man for this job? We have also developed some reasonably sophisticated techniques for utilizing multiple criteria in our validation studies.

I suggest that both social psychology and clinical psychology could profit from reflection upon this phenomenon and our methods for circumventing the obstacle it represents. In the field of mental health, for example, much thinking is still rigidified in the pattern of single-criterion thinking. While a variety of predictors (MMPI, Rorschach, TAT, figure drawing, etc.) may be employed, they all too often converge

upon a single criterion. This is likely to be the judgement of a clinical psychologist or psychiatrist; and while these experts no doubt will insist that they "consider" multiple indicators of mental health, the simple operational fact is that most of the time all these divergent indices are lumped into a single judgement. Industrial research indicates that this judgemental procedure is fundamentally unsound. We need to define operationally each of the various separate outcomes with which we are concerned, and then devise an equation which will optimize the selection in terms of the best "mix" of these. Research on mental health, I believe, could benefit from an application of this logic.

Studies of the social and cognitive development of children likewise have tended to concentrate on prediction of a single outcome rather than dealing with multivariate predictors and multiple dependent variables. Research on persuasion and group influence typically measures only a single outcome. While I cannot deny to any researcher the right to look at his problem using tunnel vision, I would argue that he is missing important information (and very possibly underestimating the potency of the influence technique he is evaluating) by this approach.

The research strategy of the "pure" experimentalist is typically designed around the single criterion; and indeed, if the environment so constrains the organism that only one dimension of behavior variability is permitted (e.g., speed of running down an alley), not much more can be gotten. But anyone who has done learning research knows that different criteria of learning often give different outcomes. The experimenter cuts this Gordian knot by arbitrarily choosing one and discarding data relevant to the others. But he, too, might achieve more penetrating insights into the consequences of his independent variables if he adopted a multiple-criterion approach to his dependent measures.

These simple little ruminations of mine grow out of a deep conviction on my part that psychology still remains a unified scientific discipline, despite the centrifugal forces of professionalism and specialization which threaten to break us up into fragments. I believe that graduate training in psychology needs to be shaped within a single department with some compulsory familiarization of the student with these disparate areas; and I believe that the practitioners of psychological skills, whether these be called pure researchers, industrial consultants, clinicians, or organiza-

tional experts, need the cross-fertilization and mutual stimulation which are possible only within a single national group. I am keenly aware that students are clever at shutting out information to which they are exposed when this does not fit with dominant frames of reference; and I concede that you can make divergent groups of psychologists meet in the same hotel without guaranteeing that they listen to one another. But at least we can provide the opportunity for them to listen!

Finally, I should make it plain that I am not accusing my colleagues of being rigid or narrow-minded. After all, we are broad-minded, receptive to varied ideas, and flexible in our approaches to psychological problems. It is they (namely, some group other than ours) who encapsulate themselves and refuse to take advantage of opportunities to enrich their knowledge by listening to experts from other areas. But at least we could set them a good example by following this advice ourselves!

Ross Stagner

## OFFICIAL DIVISIONAL BUSINESS

### Minutes of Executive Committee Meeting

June 3-4, 1966

Flying Carpet Motel  
Des Plaines, Illinois

Present: Stagner, Dunnette, Ash, Parrish, Mahler, Perloff, Boulger, Buel, Glickman, Jurgensen, Keenan, Naylor, Prien, Uhlaner, Vincent

Absent: Baxter, Bass, Owens, Seashore, Petrullo

#### 1. Secretary-Treasurer Report

- a. Minutes. The Minutes of the January 7-8, 1966 meeting of the Executive Committee were approved.
- b. Finances. Dr. Ash reported that the balance on hand in the Treasury, as of May 31, 1966, was \$3,117.03. He reviewed the proposed 1966-67 budget projected to be \$4,990. (Of this, about \$2,400 is for TIP and about \$1,700 for Executive Committee expenses) Projected income, with the present assessment of \$2.00, would be \$2861. To meet the needs of the Division, Ash proposed, and the Executive Committee approved, recommending to the membership an increase in the assessment to \$4.00. With this increase, anticipated income for 1966-67 would be \$4487.
- c. Catalog of Life History Items. Ash reported that the Richardson Foundation is going ahead with the re-publication of the Catalog of Life History Items. Dr. Uhlaner developed a table of contents and paginated the original publication.

#### 2. Elections

Ash reported that the APA Election Ballot is out. Nominees for Division office are as follows:

President-Elect	Sec.-Treas. & Div. Rep. to APA Council	Member-at-Large of the Exec. Comm.
Philip Ash	Lewis E. Albright	Clifford Jurgensen
Bernard Bass	Herbert H. Meyer	Felix M. Lopez, Jr.
Ernest J. McCormick	James C. Naylor	Luigi Petrullo
William A. Owens	Paul W. Thayer	Lyman W. Porter

Dr. Ash suggested that including the nominating ballot in TIP seems to have resulted in a smaller return than separately-mailed ballots have yielded in the past. After discussion, however, it was agreed to solicit nominations via TIP for at least another year.

Following is a comparison for two offices for which complete data are available:

	1966		1963	
	Nominees	Votes	Nominees	Votes
President-Elect	54	186	73	263
Secretary-Treasurer	75	153	105	284

#### 3. Report of Spring Meeting of APA Council

Drs. Ash and Owens attended the Spring Meeting of APA Council. Ash distributed a report of the meeting, that will be summarized in TIP. The main action of the Council meeting was to create a Special Commission on Composition of Council. President Hobbs has appointed a twelve-man commission on which Owens serves from Division 14. It was agreed that Owens be asked to report to the Division 14 Annual Business Meeting on the implications of APA structure for the Division. It was the consensus of the Executive Committee that activities and commitments of industrial psychologists span both the professional and the scientific and training interests whose opposition, in other parts of APA constitutes a major dimension of the ferment behind the drive to reorganize APA.

#### 4. Workshop Committee

Dr. Prien reported on the 1966 Workshop Program preparations. Arrangements are being made for tape recording the leader's introductory remarks (lecture) and the end-of-session recapitulation of all sessions. Tentative arrangements are being made for follow-up sessions. Preparations are underway to distribute selected material to the participants to stimulate pre-attendance reading or at least thinking. Workshops will be held at the Princeton Club of New York.

The Workshop Committee balance as of May 31, 1966



was \$2,361.30; current liabilities for the scheduled workshop amount to \$3,766; expected income for the Workshop is estimated at \$3,900. Prien reported that the Workshop account is deposited in an interest-bearing account. Ash was instructed to inquire of APA what effect, if any, the earning of interest has on the Division's or APA's tax-exempt status.

#### 5. Scientific and Professional Affairs Committee

In the absence of a representative from this Committee, Ash reported that six proposals have been submitted for the Cattell Award. Dr. Dunnette, the Executive Committee concurring, expressed dismay at the small number of proposals submitted and urged that next year additional publicity be given to the Award in an effort to encourage greater participation.

On the problem of testing in relation to racial differences and discrimination, Ash reported that, to his knowledge, no action had been taken on the development of a position paper on this issue (Minutes of January 6-7, 1966, item 10). No letter has yet been circulated to other Divisions soliciting their interest in and cooperation on this problem. The Secretary was requested to ask the Scientific Affairs Committee if they contemplated working on this problem, or if they had an alternative recommendation for dealing with it.

#### 6. Fellowship Committee

The Executive Committee voted to recommend to the APA and the Division 14 membership three individuals for Fellow status in the Division.

#### 7. Education and Training Committee

Dr. Naylor reported that the E&T Committee was working on two major projects:

- a. A survey of all academic industrial psychologists concerning the training of psychologists in non-psychology departments. The questionnaire is completed, and will be in the mail soon.
- b. A guidelines paper on training at the Master's level. A draft will be ready for circulation in 3 to 4 weeks.

Dr. Mahler observed that the E&T Committee has so far concentrated on the newcomer into industrial psychology, and suggested that it might be appropriate to look at the problem of obsolescence of skills and training as the focus of industrial psychology moves from psychometrics to other activities.

#### 8. Newsletter

Dr. Boulger distributed the tentative table of contents of Volume 3, No. 3 (August, 1966) of TIP. The Executive Committee approved putting before the membership of the Division an amendment to the By-Laws to include the Newsletter among the Division's standing committees.

#### 9. Professional Affairs Committee

Dr. Buel reported on the following:

- a. Surveys of Division 14 Membership: An appeal has been published in TIP for coordination and information feedback on surveys of Division 14 members; the salary survey based on NSR data has been published; the Committee suggests that future surveys by Division 14 members be announced in TIP so as to solicit larger and more representative samples of respondents.
- b. Conference on Professional and Social Issues in Psychology. Continued liaison will be maintained with COPSIP, but attendance at the last two meetings of COPSIP was precluded by receiving notice too late.
- c. Ethics Cases. Of five cases previously reported to the Executive Committee, three have been closed, one has been set aside with no Committee action, and one has been referred to the APA Committee on Scientific and Professional Ethics and Conduct. A new case involving what appears to be exaggerated claims for a forced-choice personality inventory, is currently being processed.
- d. Liaison with other Committees. Liaison will be maintained with the APA Committee on the Practice of Industrial Psychology.

Dr. Glickman asked whether the question of invasion of privacy is an issue before the Professional Affairs

Committee. He cited the Rosenthal bill before Congress which places a variety of restrictions upon the use of personality tests by government agencies and others supported by Federal funds, with major emphasis upon an "informed voluntary consent" provision. It does not represent an outright ban on personality tests in government agencies.

#### 10. Program Committee

Dr. Keenan reported on the accomplishments of the Committee. A program totalling 22 events, with about 80 participants, has been developed. Five special events have been developed: "idea sessions," (3 of them); a program at the United Nations; conversation with the ANNUAL REVIEW author; addresses by the winners of the Cattell Award (3); and a series of Symposia on the theme, "Constructs concerning human performance in the world of work."

#### 11. Membership Committee

The Executive Committee voted to recommend to the membership thirty-one individuals for Member status in Division 14.

The Executive Committee voted to recommend to the membership twelve individuals for Associate Status in the Division.

The Executive Committee voted to approve changes in the instructions for application for membership, whose main effect is to liberalize the requirements for endorsement for Member status.

The two non-supervisory endorsers are as follows:

##### Old

- "2. From a Fellow of the Division of Industrial Psychology
- "3. From a Fellow of the Division of Industrial Psychology outside the applicant's organization."

##### New

- "2. Two other endorsements must be from psychologists,

at least one of these from outside the candidate's organization.

- "3. Among the three endorsers, there must be at least one who is a Fellow of the Division of Industrial Psychology, and another who may be either a Member of this Division or a Fellow of any Division of APA."

The Executive Committee voted to recommend to the membership approval of changes in the By-Laws (Article II-Membership, Paragraph 3 and Paragraph 4) to conform with changes in wording in the instructions for application for Member and Associate status. These changes are as follows (new material underlined, deleted material in brackets):

"Members of this Division shall have met the standards set forth in the APA Bylaws, with the additional stipulation that they shall be presently engaged in full-time research in, or teaching of, and/or practice in, industrial psychology, and must have been so engaged for at least one year prior to application. These functions may be performed in a private business or industry, in an educational institution, in a consulting firm, in a Government agency, in a public service, in a foundation, or in self-employment. . . .

'Associates of this Division shall have met the standards set forth for Associates in the APA Bylaws, with the additional stipulation that they shall be presently engaged primarily full-time in professional or graduate work that is primarily in the field of industrial psychology. Associates may not vote or hold office in the Division, but shall be entitled to all rights and privileges of the Division not specifically denied them by those Bylaws."

#### 12. Public Relations Committee

Dr. Uhlaner reported that the Committee undertook a revision of the brochure, "The Psychologist in Industry." Copy has been returned for all but one chapter. Uhlaner said that the present publication is obsolete. It was agreed that the revision should proceed to publication. It was suggested that a chapter dealing with psy-

chology in relation to unions and labor relations be included; Dr. Stagner agreed to write something in this area. Uhlaner presented an estimated publication cost (20,000 copies) of \$2940, and expressed confidence that the necessary funds could be obtained.

#### 13. Special Interest Activities Committee

Dr. Vinceft reported that the Committee was proposing a survey of graduate students in industrial psychology. The Executive Committee agreed, however, that the content of this survey overlapped with the E&T survey (see above), and that it should be absorbed into the E&T project.

#### 14. TACT-Type Committees

Dr. Parrish called attention to a brochure of the California FEPC Technical Advisory Committee on Testing, "Guidelines for Testing and Selecting Minority Group Job Applicants." He pointed out that TACT includes people of diverse backgrounds, including psychologists, personnel people, civil rights workers, and others, and that there were differences of opinion concerning what the statement on testing should include. He asked whether there is a role for Division 14 in relation to Committees like TACT. It was agreed that these committees, as state bodies, were outside the purview of the Division. The Executive Committee discussed in this connection, issuance of a statement on testing and discrimination (see Scientific Affairs Committee, above), and agreed that work should go forward on formulating such a statement.

#### 15. Movement of Industrial Psychology from Psychology Departments to Business Schools

Dr. Perloff expressed concern that many industrial psychologists were moving away from psychology departments and into business schools. It was agreed that the effects of this movement should be studied. Information on it will be one outcome of the projected E&T Committee survey.

Respectfully submitted,



Philip Ash  
Secretary-Treasurer

\* \* \* \* \*

#### Report of the Special Spring Meeting of APA Council<sup>1</sup>

The Special Spring Meeting of the Council of Representatives convened in Washington on March 10-12, 1966. Ninety-one representatives -- 63 from divisions, and 38 from state associations -- were listed among the delegates.

#### Agenda

The agenda was structured to provide maximum interaction between the Council members and between the Council and the Officers, Boards, and Central Office.

President Hobbs stated two main objectives for the meeting, and two main items to be discussed. The objectives: (a) to give Council the opportunity for greater participation in the affairs of the Association and (b) to give the major boards and committees a clear sense of Council. The matters to be discussed: (a) organization of the APA and (b) critical matters before boards and committees. Hobbs' presentation was followed by a statement of central issues by Executive

<sup>1</sup> This report consists of selected portions of a summary by Phil Ash which in turn was based almost entirely on a report by Vin Rosenthal, Representative from the Illinois Psychological Association.

Officer Arthur Brayfield. The six main issues facing psychology today, he said, were the following:

1. Federal support for scientific research.
2. Information search, exchange, and retrieval.
3. Manpower problems of the profession.
4. The basis for social-institutional support for psychology -- to what extent, for example, is psychology a health-related discipline?
5. What should psychology's role be in public affairs?
6. The problem of social responsibility as evidenced, for example, in respect to testing, to animal experimentation, and to categories of professional competence.

Brayfield's paper was followed by Rains Wallace's presentation of the report of the Policy and Planning Board recommending a series of bylaw revisions and changes in the Rules of Council. Then began what was to be the presentation of some thirty formal statements or motions from Council members on the structure and function of APA, especially in regard to the organization of Council itself. These statements were discussed and considered in Council, during lunch and dinner, and at small group evening meetings.

On the second day, after a statement on Psychology in Public Affairs by the Executive Officer, the Council heard reports describing the major problems confronting the Board of Scientific Affairs, the Board of Professional Affairs, the Publication Board, and the Education and Training Board. Then began a further consideration of the motions made by Council members the previous day, including a straw vote on each item; and of the recommendations of the Policy and Planning Board. In the evening a caucus was held of those making motions before Council so they might abstract a series of issues growing out of the motions around which Council could focus its deliberations of the motions on the following day. A modification of this group's discussions was adopted by Council as "Guidelines for Legislative Delegation."

On Saturday, Council resumed to discuss the results of the previous evening's caucus, adopted the Commission proposal and heard and voted on every one of the thirty motions before it. After a review to clarify the statement of "Guidelines," the Council adjourned.

## Results

First, the Council adopted the following resolution moved by Orlo L. Crissey, Division 13 (Consulting) Representative:

It is moved that a Special Committee (or Commission) on Organization be established within the Council of Representatives, with appropriate liaison with the Policy and Planning Board, to review all motions, suggestions and guidelines on organization, representation, and financing in the light of the objectives and goals of APA as a national scientific and professional organization, and to present to the members of Council prior to the next meeting in September, recommended plans for organizational structure, representation, and financial support with necessary documentation of reasons why these recommended plans eliminate or reduce problems now being faced by the Association, and, more importantly, forward more effectively APA's objectives and goals.

This motion implies that APA Central Office staff time be made available, and that appropriate funds be allocated for the important work of this Committee.

Second, the caucus generated a paper, "Guidelines for Legislative Delegation," which is to serve as a statement of the issues affecting the question of the reorganization of the Council, to focus the thinking of the Commission. The premise of the discussion was that for purpose of the governance of the APA, there exists no single basic dividing principle, such as science or profession, which should be reflected in governing structure.

### Guidelines for Legislative Delegation

1. The organizational structure of APA must provide for the diversity of interests of the membership as psychologists and such structure exists for many purposes other than representation to the legislative body of the Association.
2. The issue of single versus multiple representation on Council. Shall we have the privilege of voting multiply for delegates as at present, or shall we restrict ourselves to voting for only one constituency?
3. The issues of a single principle for constituency representation to Council. The means of delegation



to Council should be in terms of a consistent principle of peer constituency.

4. The issue of single or multiple representation on Council. Shall constituencies have only one vote regardless of constituency membership size, or shall there be votes in some degree proportional to constituency size?
5. The issue of unitary versus proportional voting strength of delegates. Shall each delegate have only one vote or shall delegates have voting strength proportional to their constituency size.
6. Regardless of delegate voting strength issue, all delegates should have a voice in Council.

The major implication of the creation of a Commission of the Council was that the Council took responsibility for initiating action rather than delegating it to another body. (A proposal that this task be delegated to the Policy and Planning Board was explicitly voted down.) Further, Council provided the Commission with a focus; it said to the Commission: 'Here for your guidelines are the major issues which need to be considered in any viable solution of the problem of representation within Council. Report to us before our meeting in September with a plan or alternate plans, and rationales for those plans, so we may begin to take action.'

If this meeting was meant to educate and stimulate the Council and to temper the ruffled-feathers mood generated in APA over the last year and a half, serious progress toward the achievement of these objectives was in evidence throughout the meeting. The Council was in no mood to adopt any plan immediately; there were those who pushed for adoption now of one major plan or another, but the bulk of the members seemed determined that action would be taken but that reorganization should not be stampeded through Council.

\* \* \* \* \*

The Fourteenth Annual Workshop in Industrial Psychology

The Division 14 Workshop will be held Thursday September 1, 1966 at the Princeton Club of New York, 15 West 43rd Street, New York.

This year there will be a session on Organization Psychology which will not have a limitation on the number of participants and five sessions with the number limited to 20 participants.

Erich Prien and his committee have arranged sections dealing with the issues of importance to industrial psychologists and have found outstanding persons to direct the sessions maintaining the high standards set by previous Workshops.

The sections and chairmen are:

- I Organization Psychology  
Bernard Bass and Basil Georgopolous
- II Psychological Testing  
Michael Amrine and Robert M. Guion
- III Attitude Measurement  
Lorne M. Kendall
- IV Management Selection and Utilization  
Edwin R. Henry
- V Psychology in International Corporations  
Saul W. Gellerman
- VI Criterion Measurement  
Robert Wherry

Acceptance will be made in order of receipt of application and the fee (\$30 for members and \$40 for non-members). Checks should be made payable to Division 14-American Psychological Association and sent to the Chairman at the following address.

Dr. Erich P. Prien  
Department of Psychology  
The University of Akron  
Akron, Ohio 44304

\* \* \* \* \*

## PROPOSED CHANGES IN DIVISIONAL BYLAWS

The following revisions to the Bylaws will be submitted for membership action at the Divisional meeting in September 1966 at the New York APA Convention.

### Article II-MEMBERSHIP

(New material is underlined, deleted material is shown in brackets.)



### Paragraph 3.

Members of this Division shall have met the standards set forth for Members in the APA Bylaws, with the additional stipulation that they shall be presently engaged in full-time research in, or teaching of, and/or practice in, industrial psychology, and must have been so engaged for at least one year prior to application. These functions may be performed in a private business or industry, in an educational institution, in a consulting firm, in a Government agency, in a public service, in a foundation, or in self-employment . . . .

### Paragraph 4.

Associates of this Division shall have met the standards set forth for Associates in the APA Bylaws, with the additional stipulation that they shall be presently engaged primarily [full-time] in professional or graduate work [that is primarily] in the field of industrial psychology. Associates may not vote or hold office in the Division, but shall be entitled to all rights and privileges of the Division not specifically denied them by those Bylaws.

Note: These changes in membership requirements are designed to bring the Bylaws into conformity with the information distributed to candidates applying for membership in the Division.

## Article VII-COMMITTEES

### Paragraph 1.

To the list of standing committees, add "Newsletter."

### Paragraph 13.

Add a Paragraph 13 to read: "The Newsletter Committee shall prepare, under the direction of the Newsletter Editor, for publication and distribution to the membership, the official newsletter of Division 14, TIP, The Industrial Psychologist."

## CONFERENCE AND MEETING NOTES

The Industrial Psychologist as an Agent of Cultural Change:

Symposium at the Tenth Interamerican Congress of Psychology held in Lima, Peru April 3-7, 1966

Perspectives concerning the role of industrial psychologists in the framework of dynamic cultures were discussed by a panel of psychologists which included Drs. James J. Keenan, Dunlap and Associates, Inc. and Harold P. Van Cott, American Institutes for Research, from the United States. Drs. Matilde Kejner of the Universidad Nacional de Cordoba, Argentina and Dr. Stanley Popescu editor of *Psicologia Industrial* (Argentina) were the South American members of the panel.

Dr. Keenan discussed his "Eco-System" postulates as an integration of behavioral, natural and environmental sciences for the modelling of the interactions among human, natural, community and cultural resources. Dr. Van Cott set forth a learning model within which to examine and plan cultural change. The industrial psychologists from South America, joined by an audience which included behavioral scientists from other countries in Central and South America, reviewed the prospectus for implementing the experiences and practices reported by industrial psychologists in the United States and other highly industrialized cultures.

\* \* \* \* \*

### Rules to Remember

The following are some writing rules which bring home the need for using correct grammar:

1. Verbs has got to agree with their subjects.
2. Each pronoun agrees with their antecedents.
3. Don't never use no double negatives no how.
4. Join clauses good, like a conjunction should.
5. In letters memos reports et cetera use commas to keep a string of items apart.
6. Don't use, commas which, aren't necessary.
7. Check to see if you any words out or made any mistakes in spelling.

Lt. D. C. Breidenbach, USAF Hq EAME CommArea  
in Air Force Writing Vol. 2, No. 1, February 1966

## ANNOUNCEMENTS OF INTEREST

See the United Nations

A firm believer in the Protestant Ethic despite his name, Program Committee Chairman, Jim Keenan has provided all Division 14 members the opportunity to see the United Nations without guilt on our tour of New York City September 2-6. He has arranged a special program entitled Psychology in Other Industrial Cultures which will be held from 2:00 to 5:50 on Friday September 3 in the United Nations Building.

Paul A. Schwarz, is Chairman and Mason Haire will give the introductory address entitled "Perspectives on the role of Psychologists in international studies of business and industry." Dr. Schwarz is author of the A.I.R. publication Aptitude Tests for Use in Developing Nations. The American Institutes for Research has conducted research in Ecuador, Columbia, Nigeria, and Korea. In addition, there will be discussion by Diplomats and industrial psychologists who have worked in Europe, Asia, Africa, and South America.

In an attempt to get the non-Protestant Ethic type psychologist and graduate students to attend this meeting, Dr. Keenan has refused to use the euphemism "Social Hour" to describe the last meeting of the afternoon at the United Nations. He has announced that it will be a "Cocktail Hour and Discussion" and has expressed the hope that this choice of terms will convey the idea that for the international spirits the treats will be Dutch.

J.B.

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### Creativity Research Publications Available

Robert J. Lacklen, Director, Creativity Research Institute, The Richardson Foundation has announced that their publications are available upon request, without charge, within the limits of supply. The following are currently available.

1. Cassens, Frank P. Cross Cultural Dimensions of Executive Life History Antecedents (Biographical Information). A dissertation. March, 1966.
2. Laurent, Harry. A Digest: A Study of the Developmental Backgrounds of Men to Determine by Means of the Biographical Information Blank the Relationship

Between Factors in Their Early Backgrounds and their Choice of Professions, (A dissertation, February, 1951). September, 1965.

3. Martin, Lynda J. Psychological Investigations in Creativity: A Bibliography (1954-1965). November, 1965.
  4. Owens, William A. and Edwin R. Henry. Biographical Data in Industrial Psychology: A Review and Evaluation. February, 1966.
  5. Research Conference on the Use of Autobiographical Data as Psychological Predictors (Transcript of Conference held June, 1965). February, 1966. Includes William A. Owens and Joseph Champagne, A Selected Bibliography on Biographical Data.
  6. Taylor, Calvin W., Robert L. Ellison, and Michael F. Tucker. Biographical Information and the Prediction of Multiple Criteria of Success in Science. September, 1965.
  7. Ward, Annie W. The Development and Validation of an Inventory of Noncognitive Predictors of Academic Success. (Presented at AERA, 1959). September, 1965.
  8. Ronan William W. and Erich P. Prien. Toward A Criterion Theory; A Review and Analysis of Research and Opinion. June, 1966.
  9. A Catalog of Life History Items. American Psychological Association - Division 14. Second printing, June, 1966.
  10. Schmuckler, Eugene. Age Differences in Biographical Inventories, a Factor Analytic Study. July, 1966.
- Send your request for these publications by number to the following address:

Robert J. Lacklen, Director  
Creativity Research Institute  
P.O. Box 3212  
Greensboro, North Carolina 27402

\* \* \* \* \*

### Division 14 By-Laws Available

Phil Ash, Secretary-Treasurer of the Division has copies of the Division 14 By-Laws which are available to any one who writes him at Inland Steel, 30 West Monroe Street, Chicago, Illinois 60603. I am hoping that they will be out of date after the Convention, so write early.

J.B.

## Vote for The Increased Assessment

Perhaps I am overly sensitive to criticism, and perhaps I should not have told Perloff when he complained about the proposal to raise the Division 14 assessment to \$4 that yes it was true that the increase is due to the higher priced help now employed in editing TIP.

But this sensitivity energized selective perception to operate. Two days later I received The Tennessee Psychologist and the leading editorial "You Pay for What You Get" started off:

A report printed in a recent issue of the "New York State Psychologist" includes this sentence, "The Board of Directors of the New York State Psychological Association has...voted to increase dues from \$15 to \$30 annually."

The editorial also points out that the California Psychological Association dues are \$15 per year. And Georgia Psychological Association Newsletter reports that the Directors of their association recommended that their dues be raised to \$10.

I hope that few members of Division 14 feel as did Genevieve, the Kitchen Cynic, who complaining of the cost of living in this great society said, "I'm resigning."

J.B.

\* \* \* \* \*

Hot Tip

No Zip

No TIP

We have been informed by the Post Office that after January 1, 1967 unless we bundle and sack in ZIP code numerical sequence issues of TIP that we must mail TIP at "more expensive third-class piece rates."

To let you know the importance of this, it cost \$6 to mail 150 copies of the March issue of TIP to prospective members, yet to send 1,045 copies of the same issue by bulk rate to members the cost was \$1.87.

And will some one please explain to me, why it costs

\$20 plus postage to obtain the Division 14 mailing list from the non-profit parent association.

J.B.

\* \* \* \* \*

## Occupational Psychology

Professor Alec Rodger, Editor of Occupational Psychology, says that he would be very happy to receive some good manuscripts from the United States for his journal. Volume 2, No. 1 of TIP, this was described as a quarterly "journal similar in scope and content to Personnel Psychology." Manuscripts may be sent to the following address:

Professor Alec Rodger  
Birkbeck College  
University of London  
Malet Street  
London, W.C. 1, England

\* \* \* \* \*

What a strange world this is. Or as Harry Golden would say, "Only in the United States" could there be a diet drink on the market that advertises that it has 90 more calories than does the product of competitors.

J.B.

\* \* \* \* \*

Nic Hobbs has announced that The Psychologist and Voluntary Health Insurance has been approved for publication as an American Psychological Association document by the APA Board of Directors and Council of Representatives.

Although of interest primarily to psychologists in independent practice, community clinics and hospital settings, and the users of these services, the pamphlet is of value to anyone in the field, especially because of Appendix C which is "reprinted (and edited) from the American Psychologist, January 1963."

The pamphlet is available from the mailroom of the APA.

J.B.



## For a Safe & Sane Convention City

Following is an editorial which appeared in the New York Times June 13, 1966 under the heading: Under Observation

Deputy Mayor Timothy W. Costello, a former professor of psychology at N.Y.U., is recruiting an unpaid Council of Psychologists to concentrate on such major city problems as crime, addiction and alcoholism. Dr. Costello also wants some of them to observe meetings of city officials, including Mayor Lindsay's cabinet, in order to "contribute to increased rationalization of decision-making in municipal government."

Dr. Jacob Chwast, immediate past president of the New York Society of Clinical Psychologists and head of the screening committee for Dr. Costello's proposed council, demurred somewhat. "Let us say," Dr. Chwast put it, "that we will help to maximize decision-making efficiency by eliminating noncontributory factors."

Take your choice of stated objectives, assuming you find them comprehensible. Either way, putting politicians under psychological observation in their habitats will provide few surprises for the psychologists. They will find that the political "decision-making" processes are complicated by such elements as sibling rivalry, inordinate desire to please, rational and irrational fears, sublimated and unsublimated aggression, obsessive impulses, uncontrollable anxieties, delusions of grandeur and recurrent ambivalence.

It is debatable whether Dr. Costello is doing his colleagues in psychology any great favor with his proposal. By the time they finish their intensive observation of politicians at work, they may be ripe for observation themselves.

\* \* \* \* \*

Someone recently described the indoctrinal sort of teaching as pouring from a big pitcher into many little pitchers, then via the final examination back into the big pitcher, so that all you have left is a lot of dirty little pitchers---and I am not referring to visual aids.

Robert F. Goheen, The teacher in the University,  
American Scientist 54, 2, 1966, p222

## Help Wanted

The Executive Committee would like to know if you are interested in becoming a member of any of the Division 14 Committees which are listed on the inside back cover of TIP. If you are, drop a note, or fill out the coupon below and mail it to Phil Ash, Secretary-Treasurer of Division 14.

Dr. Phil Ash  
Inland Steel Company  
30 W. Monroe Street  
Chicago, Illinois 60603

Dear Phil,

I am interested in working on the \_\_\_\_\_ Committee of Division 14. I am eager, intelligent, and hard working.

Signed \_\_\_\_\_

\* \* \* \* \*

Results of Research conducted at Purdue on a small scale (N-1) without government support indicates that the Secretary-Treasurer will receive and respond to mail addressed to

Dr. Philip Inland  
Ash Steel Company  
30 West Monroe Street  
Chicago, Illinois 60603

\* \* \* \* \*

Clickman--Glickman So long As they Join??

When we make a mistake, we make it big and readable. Almost any way you quantitative people measure it, we got the name of the Membership Chairman right 75-87% correct. There are eight letters in his name which appeared four times in the previous issue. Three times we got all of the letters in the right order, but on the most readable black on yellow insert about membership we spelled it wrong--though of the eight letters in his name, we had seven right. But let's hope the snappy appeal of  
DECISIONS                      DECISIONS                      DECISIONS  
will Click Man Click.

For any nonmembers who are interested in joining, Al Glickman and his Membership Committee are stream-

lining the procedure and would be happy to hear from you.  
His address:

Dr. Albert S. Glickman  
Office of Personnel  
U.S. Department of Agriculture  
Washington, D. C. 20250

(And thank you Ed Henry for calling the error to our attention)

J.B.

\* \* \* \* \*

#### ABEPP: Applications for Candidacy

The American Board of Examiners in Professional Psychology, Inc., is now accepting applications for admission to its 1967 written examination. Applications will be reviewed as soon as supporting materials are assembled and candidates will be informed concerning admission.

Final date for making application is February 1.

In meeting the postdoctoral experience requirement of four years, the Board will count experience to December 31 of the year in which the applicant wishes to register for written examination.

ABEPP has prepared a statement entitled Policies and Procedures. This pamphlet gives specific information on requirements for candidacy, fields of certification, the nature of acceptable qualifying experience, and evaluative procedures, including written and oral examinations and policies governing these examinations. Requests for information should be addressed to Noble H. Kelley, PhD, Executive Officer, American Board of Examiners in Professional Psychology, Southern Illinois University, Carbondale, Illinois.

\* \* \* \* \*

#### Peripatetic Past Presidents

Dr. Brent N. Baxter has accepted a position as Vice President and Director of Research of the American Institutes for Research in the Behavioral Sciences. Dr. Baxter will be located in the executive offices in Pittsburgh. Dr. Baxter, who was formerly with the Prudential Insurance

Company, will direct and coordinate the research activities of the various institutes which make up the American Institutes for Research. He has served on the executive committee of the Division of Industrial Psychology of the American Psychological Association for eleven years and is immediate past-president of the Division.

C.H. Lawshe, Division 14 President in 1957-58, formerly Dean of University Extension and Dean of the School of Technology has been named Vice President of Regional Campus Administration and Dean of Continuing Education at Purdue University.

Rumor a change for another past president of the Division reigns in the air, but it has not been confirmed as this issue goes to press. But it appears that Ed Henry might be giving up his leisure time to accept a position.

\* \* \* \* \*

#### Test Available For Research

Kostick's Perception and Preference Inventory (PAPI) is a 90 item forced choice inventory requiring approximately 18 minutes to administer, attempts to measure 10 needs, 9 roles, and 1 interest. At present it is being used for research purposes at the Harvard Business School and Boston University Business School, besides having been used experimentally in many other situations. The author would like to make the test available for research and suggests its use for measuring the effects of training; predicting the personality requirements for effective creativity; for selection, promotion, and counseling in industry. Any psychologist who wishes further information on this Inventory for the purpose of conducting research studies, please write to:

Max M. Kostick  
State College at Boston  
625 Huntington Avenue  
Boston, Mass.

(Max, why not drop me a line to let me know what that one interest is that is so prepotent and salient - or on the contrary is not so prepotent and salient - that it alone of all interests is singled out for measurement by PAPI? J.B.)

## LETTER TO THE EDITOR

### STRESS

James H. Morrison  
Richard Muther & Associates  
Kansas City, Missouri

This is in direct response to Bob Perloff's note in TIP, Aug. '65, and yours in TIP, March '66, re suggestions for industrial psychologists and possible new romances (professional).

Having time only for a few short notes, this will seek only to punchline the area where I feel we have done so little, but have so much to contribute. I suggest, in a word, a romance with "STRESS".

We know the terrible toll of the effects of stress on managers and employees...ulcers, heart trouble, kidney disease, possibly arthritis and other degenerative diseases. We may even be **CREATING** stress through our clever performance oriented industrial psych programs involving **ASSESSMENT** for selection and promotion, **RESULTS** producing appraisal programs, and sometime torturous **SENSITIVITY** laboratory experiences.

Unfortunately, we seldom realize how extensively stress effects are affecting our personnel. The General Practitioner gets the first signals in most cases. Over the years, the light symptoms build into crippling ones usually slowly. Medication even surgery, does not stem the tide. The ulcer victim, after removal of part of the stomach, will often be back in within a year or 18 months of the operation; is it because the environment in which he lives and works hasn't changed? Shouldn't the industrial psychologist be in the best possible position to do something about the problem?

Seems to me we should team up with stress physiologists, the general practitioners, and others working in this field to do some practical research and intensive application of what is already known to be effective in stress reduction. At the same time, we may need to question many of our current practices in industrial work to evaluate whether they are stress producing or stress reducing. Is Dr. Hans Selye still around Toronto? He should be able to feed us some significant inputs about the problem.

## *Convention Program*

### DIVISION OF INDUSTRIAL PSYCHOLOGY AMERICAN PSYCHOLOGICAL ASSOCIATION

#### PROGRAM COMMITTEE

James J. Keenan, Chairman

Robert M. Guion

Felix M. Lopez, Jr.

William B. Chew

Lyman W. Porter

Jack A. Parrish

The Hotel Roosevelt  
New York, New York  
September 2-6, 1966



Participants:

James J. Keenan, *Dunlap and Associates, Inc., Darien, Conn.* An interactionist review of the varieties of human performance in the world of work.

Erich P. Prien, *University of Akron.* Postulates concerning the varieties of human performance in the world of work.

Frank Friedlander, *Navy Ordnance Test Station, China Lake, Calif.* A theory of human performance in the world of work: Hopes and deterrents.

Discussant: Brent Baxter, *American Institutes For Research, Pittsburgh, Penn.*

Testing and Human Performance.

12:00-12:50 Madison Room, Roosevelt

Chairman: John D. Drake, *Hackemann and Associates, Inc.*

12:00. Situational testing for characteristics needed overseas in the Peace Corps. Calvin W. Taylor, *University of Utah.*

12:10. Characteristics of men successful in the labor-relations field. Mary L. Tenopir, *North American Aviation, Inc.*

12:20. An exploratory investigation of ethnic differences within an industrial selection battery. Clay L. Moore, John F. MacNaughton, and H. G. Osburn, *University of Houston.*

12:30. Effect of item specificity on the factorial structure of a performance check list. Gerald H. Whitlock, *University of Tennessee.*

Symposium: The Reliability of Human Performance in Work

1:00-2:50 Madison Room, Roosevelt

Chairman: William B. Askren, *Wright State University*

Participants:

James W. Altman, *American Institutes for Research, Pittsburgh, Pa.* Classification and combination of human error data.

L. W. Rook, *Litton Systems, Inc., College Park, Md.* Predicting human error rates with the simple multiplicative model.

David Meister, *Bunker-Ramo Corporation, Canoga Park, Calif.* Applications of human reliability to the production process.

Symposium: The Place of Psychology in Graduate Schools of Business

3:00-4:50 Madison Room, Roosevelt

Chairman: L. Richard Hoffman, *Graduate School of Business, University of Chicago*

Participants:

John V. Zuckerman, *University of Southern California, Los Angeles.* Psychology should be useful.

Sheldon S. Zalkind, *City University of New York.* Psychological theory for business students.

Selwyn W. Becker, *University of Chicago.* Research with the other guys.

George Sorter, *University of Chicago.* The PhD in behavioral science: An administrator's view.

Donald King, *Purdue University.* Psychology in business schools: A status report.

This has been all too hastily typed up at the end of a long working day, but I'm not sure that I'll find more time at a later date..so here 'tis.

Best regards,

James H. Morrison  
6415 W. 83rd St.  
Overland Park, Kansas

\* \* \* \* \*

(Here's a letter to the Editor(?) that I read with mixed emotions).

June 28, 1966

Dear Dr. Perloff, Editor of TIP

As a Member of Division 14, I have been receiving your newsletter regularly, and I can honestly say that it is the best and most interesting piece of literature that I have regularly received through the mail...

## LETTER FROM OVERSEAS

National Institute of Psychology<sup>1</sup>  
P.O. Box 741  
Tehran, Iran

The National Institute of Psychology of Iran completed its thirteenth year of professional activities. Founded in 1953 as a non-commercial enterprise by a group of Iranian Psychologists and social scientists, the Institute was intended to encourage and undertake applied social research in an Iranian cultural setting and to provide professional services for a growing number of foreign and domestic clients in Iran.

A number of qualified Iranians with advanced degrees from reputable American and European universities serve as senior advisors and principal investigators in the Institute. The Institute also maintains a core of full-time and over fifty part-time staff members. In addition, the Institute can draw upon over 400 ready-to-be-called-assistants and field interviewers throughout the country who have through the years been especially trained and become fully adept in taking on many types of work assignments from the Institute.

The Institute's range of activities has widened in recent years to include a variety of different but related fields. The year 1964 witnessed an unprecedented demand for market research and public opinion surveys. Thus, it was decided to establish a separate unit to handle the routine commercial side of the services rendered.

The activities pertaining to educational research and services were also expanded. However, in line with the Institute's general policy of not directly performing services of purely commercial nature, a subsidiary unit (Educational Services Inc.) was set up to handle mail-ordering distribution, translation and reproduction of foreign educational materials for which there is a growing market in Iran.

<sup>1</sup>Editor's note: This has been excerpted from the Annual Report sent me by the Institute's Founder and honorary President, Iraj Ayman, Ph.D.

While the demand for opinion surveys and marketing research increased considerably as compared with previous years, testing and personnel selection programmes, nevertheless, constituted the bulk of the Institute's activities during recent years.

The Institute's operations are financed through fees charged on the basis of actual cost plus over-head expenses.

The work of the Institute is organized under seven main headings:

1. Test Development and Revision
2. Testing and Evaluation
3. Surveys and Research
4. Management Consulting
5. Training
6. Publications
7. International Relations

### 1. Test Development and Revision

The Institute has adapted and revised tests of achievement, general ability interest, clerical and mechanical ability, and personality. The Institute has prepared three achievement tests on History, Geography, Arabic Language and Physics. The Institute has developed a verbal paper and pencil test of general intelligence for Iranian Adults and has adapted the Wechsler Adult Intelligence Scale (WAIS).

The Geist Picture Interest Inventory is being adapted for use in Iran. A complete battery of clerical aptitude tests has been developed which includes a general filing test, vocabulary, spelling, numerical ability, comparison, coding, copying, and knowledge of Persian and Latin typing. Recently the Institute revised norms for a Persian version of Gordon's Personal Profile which had been prepared in the Institute seven years ago.

### 2. Testing and Evaluation

The Institute conducted personnel evaluation programs for the following:

- a. National Iranian Oil Company's Higher Institute of Accounting.
- b. The Khuzestan Water and Power Authority
- c. The Imperial Iranian Armed Forces

- d. The Iran National Airlines
- e. National Iranian Oil Company Job Applicants
- f. Behshahr Industrial Company Accounting Applicants

The Institute also constructed and standardized achievement and scholastic tests for use by the Ministry of Education in evaluating test results achieved by secondary school students throughout the country. The Institute assessed reading readiness of ninth grade girls. Evaluation of candidates for higher schools of nursing, for the Ministry of Health and for the Tehran School of Social Work was another activity of the Institute.

### 3. Surveys and Research

The Institute's Marketing and Public Opinion Research Center opened 1963. Seasonal surveys are conducted to (a) learn about TV audience characteristics (b) study variations in size of TV audience at different hours of the day and in different seasons of the year (c) measure popularity of various TV programs, and the audience reaction to them and (d) to measure audience reactions to TV commercials. Some of the studies which this Center has made are:

- a. A Survey of students attending classes at the Iran-American Society.
- b. A customer opinion survey was conducted for a modern automated drycleaning store in Tehran patronized by a large number of foreign residents and well-to-do Iranian families. The management was interested in exploring the advisability of opening a dairy products and farm produce outlet in the same neighborhood.
- c. The United States Information Service requested a survey to learn the characteristics and views of the readers of "Pejouhandeh" (a quarterly Persian language publication of the USIS in Iran).
- d. A secondary school graduates who were taking an entrance examination at the Abadan Institute of Technology were surveyed to learn their attitudes toward work and social conditions, their level of aspirations, preferences, ideals and ethical values.
- e. A consumer survey was conducted for Pepsi Cola International in Tehran to identify factors influencing consumption of non-alcoholic beverages.
- f. A public opinion survey dealing with international issues and images of world powers was conducted

in Tehran, Tabriz, and Shiraz.

- g. There was a door to door survey dealing with such products as soap, detergents, and cooking oil, and another concerning household equipment--metallic chairs and tables, stoves, ice boxes and water heaters.
- h. A study is being conducted to attempt to identify some of the social, economic and psychological factors which may affect students' choices. The importance of this study is apparent since the Iranian educational system requires high school students to either (a) enter one of the four branches of studies offered in the regular "academic" high schools when they complete the first cycle (7th to 9th grades) or (b) transfer to a vocational school. Many students who may be vocationally immature are faced with a difficult choice.
- i. A current project is to study the effect of TV watching on students' general knowledge.

### 4. Management Consulting

The Iran National Airlines was contemplating expanding its operations and entering into international service and asked the Institute to study the administrative organization and activities of the airline.

### 5. Training

The Institute set up a training program in psychometrics for the Imperial Iranian Armed Forces and training courses in marketing research and salesmanship for employees and managers of public agencies and private business firms.

### 6. Publications

The Institute's aim in engaging in publishing activities is two-fold (a) to prepare and publish original instructional material for the benefit of Iranian teachers, students and educational institutions and (b) to publish and distribute important reports and research findings prepared in the Institute.



The instructional material in the first category already published includes the following series:

1. General Psychology
2. Management Psychology
3. Educational Psychology
4. Personnel Psychology
5. Primary Education

In the second category, an attempt is made to publish the reports and research data both in English and Persian so that non-Persian speaking readers can have access to them. Reports based on periodic surveys or research programs initiated by the Institute are, as a general policy, always published and made available to the public.

#### 7. International Relations

Activities in international relations include:

1. Cooperation in joint projects
2. Exchange of information
3. Guidance and orientation of foreign visitors
4. Formal affiliation with international networks for research and data collection
5. Participation in international and regional conferences in different parts of the world
6. Visiting institutions in other countries
7. Acting as agents for academic and professional centers abroad

National Institute of Psychology advisors and staff members have participated in different international and regional gatherings in Pakistan, Turkey, Korea, Japan, Philippines, Thailand, Nationalist China, United States of America, West Germany, England, France, Switzerland and Italy.

## RESEARCH NOTES

### Cross Cultural Dimensions of Executive Life History Antecedents

Frank Cassens recently conducted a study to demonstrate that life history antecedents have an identifiable factor structure, that the dimensions of this factor structure are similar across different culture groups, and that manifest behavior responses used to describe these factors are different despite the similarity of the factors.

He administered a life history form to 561 executives from a large international petrochemical corporation. One hundred and five were Americans working in the United States, 74 were Americans working in Latin America and 382 were Latin Americans working in their native country. The sample of U.S. executives represented over 80% of the total available population of executives in a U.S. affiliate of the corporation; the 456 Americans working in Latin America and Latin Americans represents over 75% of available corporate population of executives in these countries.

The form consisted of 62 continuously scaled items and responses were scored by a simple scaling method. A principal components factor analysis with an orthogonal rotation identified ten factors. Nine of the factors were common to all three groups; the tenth was common to the Latin Americans and Americans working in the United States but was slightly different for Americans working overseas. The factors are:

1. Upward mobility through the means of educational achievement
2. Self-description in terms of the world of reality and concrete areas
3. Self-perception of personal ability and achievement in more abstract areas
4. Attitudes toward family
5. Interpersonal relations in social activities
6. Attitudes and orientation toward tasks
7. Self-sufficiency--capacity to take care of one's self and personal life
8. Achievement through the use of conforming behavior (For Americans working overseas this was more of a straight achievement factor).
9. Rate of maturity
10. Physical and mental health

Robert Perloff  
Purdue University

In the March, 1966, issue of TIP (Volume 3, Number 2), Ross Stagner, he who wields our divisional gavel this year, challenged us, in his "President's Message," to conceive creative solutions to the problem he poses, wherein "intra-individual variables such as aptitudes and motives" fall short of covering group norms and social pressure parameters that we know are present on the job, indeed as they exist in any social system. He suggests that more ingenious validity research be undertaken in order to help satisfy this need. It could not possibly be Stagner who said "I'd rather be right than president," for he is both right and president.

There is no doubt about it. More validity research, encompassing social-psychological controls or moderator variables aimed at holding constant or analyzing separately noncognitive employee characteristics of the sort that Stagner stresses, is certainly needed. However, in order to accelerate our arrival at the solution to this problem, I should like to suggest that we "work both sides of the street" by examining and anticipating this social phenomenon in terms not only of the criterion, but of the predictor as well. That is, if we know--and we do know--that the supervisor or department head or even the "mere" employee will frequently function more successfully if, and at times fail to function even adequately unless, he is proficient in such activities as golf, bridge or poker, ingratiating himself with secretaries so that he will be privy to office gossip and the plans of other executives, drinking coffee or having a beer whenever the (office) gang drops by, guzzling cocktails when and where it would be vocationally optimal for these to be consumed, then why should we not try to be inventive, predictively inventive, by seeking to measure these characteristics at the selection or prediction stage, before employment or decision-making?

The study, submitted as a doctoral dissertation to Louisiana State University, confirmed the hypotheses that factor dimensions do exist in life history antecedent data, that these factors are similar across different cultures, and that responses indicating specific manifest behaviors comprising the factors are different despite similarity of factors.

The thesis has been published by The Creativity Research Institute of the Richardson Foundation.

J.B.

\* \* \* \* \*

Dear Heloise<sup>1</sup>

Mrs. Pierre Latour, a Purdue Home Economics graduate student compared the effects of laundry methods on the appearance of three brands of "permanent or durablepress" men's white shirts and came up with some interesting findings:

- a. Drip-drying of permanent press shirts keeps them whitest at the end of 20 launderings.
- b. Commercial laundering can discolor the shirts.
- c. The price of the shirt makes little difference in the performance of the durable press finishes. (Mrs. Latour used \$5, \$6, and \$7 shirts).
- d. Shirts drip-dried or tumble dried require a little touch-up ironing. (I personally doubt that red hot research was needed to come up with this finding.)

Both subjective and objective tests of whiteness were employed; appearance was judged by a panel. Puckering of seams frequently occurred with tumble dried shirts yet this is the method recommended by the three manufacturers of the shirts tested. In other words, if you want your shirts to remain white, and to have less puckered seams, don't follow the manufacturers' directions.

<sup>1</sup>In reviewing John Drake's report on the "Interests of New Division 14 Members" I noted that two people suggested "A 'Dear Heloise' section in an appropriate journal." TIP has been referred to as "a non-recognized journal" and I am not sure whether it is "an appropriate journal" or not, but with Members voting to make the Newsletter a standing committee, I'm taking no chances.

J.B.

Certainly, this idea is not new. However, since President Stagner emphasized the criterion end of the time continuum as the locale where industrial psychologists might address our ingenuity toward a solution of this problem, it occurred to me that the scale might be balanced somewhat by reminding ourselves that the other end of the continuum, the predictor end, is, or at least it is in my judgment, just as promising a vantage point for solving the problem.

Naturally, the nature of these social behaviors will never be able to be measured, let alone included, in the predictor battery until they are observed and understood. Observation and understanding in this context has to be made, obviously, on the job, but once this is done I see no reason why personnel researchers, including President Stagner himself, should not deliberately and exhaustively seek to incorporate among our predictor instruments an a priori measurement of social skills in the most accurate manner the state of the psychometric art will permit.

\* \* \* \* \*

#### Goals of Engineering Education

William K. LeBold, Robert Perrucci, and Warren Howland are authors of "The Engineer in Industry and Government" in the March, 1966 issue of the Journal of Engineering Education. This is a summary report of the national survey of engineering graduates undertaken by the Goals of Engineering Education Project sponsored by the American Society for Engineering Education under a grant from the National Science Foundation. The study is concerned with determining the educational needs and goals of engineers from information supplied by engineering educators, professional engineering societies, employers of engineering talent, and the engineers themselves.

J.B.

## PROFESSIONAL NOTES

### The Interests of New Division 14 Members<sup>1</sup>

John D. Drake  
Clark, Cooper, Field & Wohl, Inc.  
200 Park Avenue  
New York, N.Y. 10017

One of the projects undertaken by the Special Interests Committee during the year 1964 was an analysis of the areas of interest of new members of Division 14. "New members" were defined as those who have been in the Division only one or two years. In August 1964, a brief questionnaire was sent to 121 individuals who had been recommended by the Executive Committee for Membership during 1963 and 1962. Of the 121 forms sent, 62 or approximately 50 percent were returned.

The questionnaire was relatively unstructured to permit free expression of ideas. Six incomplete sentences were asked of the new members:

1. The primary reason I joined Division 14 was to...
2. I would like to see the Division do more in the area of...
3. As a new member of Division 14, I have been disappointed in...
4. The Division would serve my needs better if...
5. My primary professional interest is in the field of...
6. Please indicate here any suggestions for Division 14 activities that will provide help to you in your professional work...

New members joined Division 14 for professional development, identification and contact with peers. Roughly 90% of new members mentioned these as reasons for joining. Most of the new members are actively engaged in earning a living by means of professional industrial activity as opposed to academic careers, and their needs tend to center about acquiring more skill and proficiency in the day-to-day "bread and butter" functions of their jobs. The only comment appearing more than ten times in answer to the second

<sup>1</sup>This article was prepared by the Editor from the report of the project prepared by John D. Drake while William E. Jaynes was Chairman of SIAC. The complete report can be obtained by writing Dr. Drake.



question was the suggestion that the Division promote workshops other than those of the APA Convention and to sponsor more activities at local or regional meetings. Twenty-two percent made this suggestion.

Over half (61%) are reasonably satisfied with the way in which our current activities meet their needs, however eleven percent commented on the "dullness and superficiality of Division 14 programs at the APA Convention."

The need for more Division 14 programs at regional meetings was voiced by 18% of the new members in response to question four and another ten percent expressed the desire for Division 14 people to meet "locally and discuss individual problems." About 20% thought that Division 14 should concentrate more on practical problems and techniques and not on research, and about 15% were satisfied with the Division "the way it is now."

The primary professional interest of the new members is in applied personnel selection, measurement and appraisal (28%) management development (15%) and Training (12%).

Although 17% of the members had no "suggestions for Division 14 for activities that will provide help to you in your professional work," there were a number of suggestions primarily concerning communication between members. Following is a tabulation of the suggestions:

- |   |     |
|---|-----|
| a. More practical Division 14 publications                          | 23% |
| b. More periodic reviews of "research in progress                   | 16% |
| c. More Division 14 meetings locally                                | 12% |
| d. More practical rather than academic topics on convention program | 12% |

\* \* \* \* \*

Learning that Dr. R. Yufit was Training and Standards Committee Chairman of the Illinois Psychological Association helped me regain faith in my private theory that knowing a person's name tells you often about where he might be working. My faith in the theory had been somewhat shattered when I read that King Hassan of Morocco had met with Dr. Armand Hammer, president of Occidental Petroleum. I thought he should have been with the baking soda company.

J.B.

## Survey of Salary Offers for 1966 Ph.D.'s<sup>1</sup> in Industrial Psychology

George Thornton  
Purdue University

Introduction. In the March, 1966, issue of TIP, Wickert reported the results of the first biennial survey of the salaries of industrial psychologists in 1964 and compared these data with similar data collected by Dunnette in 1960. Informal comparisons of the salaries in these two surveys with the salaries presently being offered new Ph.D.'s, suggested significant changes in the job market. In order to obtain a slightly better picture of the salary prospects and job market facing the new Ph.D., a small survey was done with current graduate students in industrial psychology at Purdue. We felt this survey might be of interest to present and prospective students, employed psychologists, and employers.

Method. The respondents to the questionnaire were six industrial psychology graduate students who, at the time of the survey in May, had done interviewing up to a period of about ten months, had definitely accepted positions, and expected to leave Purdue in the next one to three months. Recent graduates (January and February) and others at Purdue who had been interviewing but had not yet accepted jobs were not included. (One other soon-to-be graduate was not included because he had accepted a job teaching in Athens,

<sup>1</sup>Editor's Note: Shortly after the TIP issue with Wickert's salary survey was distributed, a Purdue staff member posted a notice that an organization "is looking for a new Ph.D. one who has just received his degree or is expected to receive it soon, and under 35 years of age, for the position of Director of Personnel Development. The starting salary is \$16,000. The individual they are seeking should have some experience, but the amount or kind was not specified."

After several graduate students independently came to me to ask if the Professor were "pulling their legs by posting a fake job listing with that fantastic salary which was way out-of-line with Wickert's data" I thought an informal but current survey of the salary structure for new Ph.D.'s might be of interest to TIP readers.

Greece, and we weren't sure about how to equate living conditions or about the buying power of drachmas.) The respondents were 25-29 years old and had virtually no experience except summer jobs. They were first asked to report their starting salaries. Next, for each of the positions they knew of, they were asked to report two kinds of information: "firm offers" and "tentative offers." In some cases salary information was not available. The positions were then classified into the following categories: Industrial-Research, Industrial-Administration, Consulting, Academic, Research-Institute, and Government.

**Results.** The starting salaries ranged from \$11,800 to \$13,500 with mean of \$12,666 and median of \$12,700. The positions accepted included three industrial research, one industrial administration, one academic, and one research institute.

The results of the "offers" are summarized in Table 1. In addition to the medians presented in the table, means were computed but were not of such difference to warrant listing separately. These results indicated that companies are offering the highest salaries, schools the lowest, and consulting firms, institutes, and the government somewhere in between. The median of all firms offers was \$12,500.

An examination of the tentative offers, presented as medians of the ranges offered, revealed some additional bits of information. The Consulting firms seem to be speaking in terms of the potentially highest salaries. None of the sample took a position with a consulting firm. The range for the schools reflected differences between small liberal arts colleges and large business schools. One respondent will take an academic job in September.

**Comparison with Wickert's data.** Any comparisons that are made or any conclusions that are drawn from these results must be done with the full realization of the small number in our present sample. It is for this reason that great care was taken to report the sample size in each cell of Table 1.

Wickert reported a median salary of \$13,200 for the total industrial psychologist group. This can be compared with the median offer reported in this survey was \$12,500, and the median contract rate, \$12,700. In addition, it should

Table 1 Median annual salaries offered 1966 Purdue industrial psychology Ph.D.'s and received by employed industrial psychologist in 1964.

Category of Position	1966 offers		1964 Salaries <sup>4</sup>
	"Firm"	"Tentative"	
Industrial-Research (12) <sup>1</sup>	\$12,900 (5) <sup>2</sup>	\$12,500-13,750 (4)	\$11,700
Industrial-Administration (14)	13,000 (4)		15,000
Consulting (4)	12,000 (3)	12,000-15,000 (3)	
Academic (9) <sup>3</sup>	11,275 (6)	8,500-13,333 (3)	10,000
Research Institute (4)	11,300 (3)	10,800-11,800 (3)	
Government (5)	11,565 (4)	10,619-12,513 (3)	
Total	12,500		13,200

<sup>1</sup> The figure in the parenthesis is the number of positions reported

<sup>2</sup> The figure in the parenthesis is the number of salaries in each average

<sup>3</sup> Salaries are all reported on an annual basis

<sup>4</sup> Wickert, F.R. First biennial survey of the salaries of industrial psychologist (1964), *TIP*, Mar. 1966, Vol. 3, No. 2., pp. 33-42

be pointed out that three of the six respondents received firm offers at rates higher than the ones for the positions they accepted. The median R&D salary in 1964 was \$11,800; the median firm offer in 1966 was \$12,900 for research in industry and \$11,300 for research in institutes. The 1964 salaries in administration exceeded the median 1966 offers, but academic offers exceeded 1964 teaching salaries.

Considering just the Ph.D.'s employed in 1964 (Wickert, p. 38, Table 2) it can be said that the new Ph.D. is being offered a salary equal to the median salary in R&D, equal to about the lower 15% of personnel psychologists in management, and equal to the median teaching salary. Of course, these statements are based on 1964 data; the median salaries may have risen in the last two years.

A comparison with a comparable age group of employed Ph.D.'s was not possible because the N's in the 1964 sample (Wickert, p. 40, Table 3) did not meet the author's minimum requirements. But, it can be observed that the median contract rate of the small sample in this survey was above the median salary of the 30-34 group and above the lower quartile of all other groups except the 50-54 year-olds.

Discussion. It is readily apparent there are serious limitations to the present data. Admittedly, it was an informal study and few major generalizations can be made. It does seem safe to say that recent salary offers have increased substantially over the past couple of years. The generally "tight" labor market seems to have had direct and indirect effects on the employment of industrial psychologists. It has been surprising to see the kinds of salaries being offered this year. These salaries for the new employee can cause internal problems for organizations if, over the past two years, salaries of employed psychologists have not kept pace.

## The Industrial Psychology ABEPP: Evaluating the Evaluators

C. J. Bartlett  
University of Maryland

Some concern has been expressed by Industrial Psychologists as to why more members of the profession do not seek the status of diplomate by the American Board of Examiners in Professional Psychology (ABEPP). As one who has recently passed the ABEPP examinations I have been asking myself many times in the past few years why I sought the diploma. My original reason is analogous to why the mountain climber climbs a mountain, because it is there. Since my initial application over three years ago my motivation to complete the process has been greatly enhanced by a desire to point out some of the shortcomings of the ABEPP procedures. Lest my criticisms be interpreted as a "sour grapes" response, I was determined to see it through. I am finally in a position, with the evaluation procedures fresh in my memory, to point out some methodological weaknesses in the evaluation procedures which may be discouraging psychologists in the industrial area from seeking the ABEPP diploma.

The first problem I encountered was with the initial application. All descriptions and instructions by ABEPP are oriented toward the person seeking the diploma in Clinical Psychology. A person in the industrial area is left on his own to interpret what is meant by qualifying experience, etc. My initial application was rejected by the board because my experience was primarily in academic settings and as a consultant to governmental agencies and research contractors. In discussing this problem personally with two members of the board (one an Industrial Psychologist), I was informed that my rejection was based on my failure to have enough "real" industrial experience. Further inquiry led to an unwillingness or an inability to define either what "real" industrial experience was or how much more experience was needed, only a repetition that more real experience was needed. I was taught, when I was a student of industrial psychology, and I teach my industrial psychology students, that in evaluating personnel, the first step is to define precisely and objectively the behavior that is required. With this philosophy in mind, I ask the question, "Are these kinds of evaluation standards being applied by the highest

accrediting board for Industrial Psychologists in the nation?" The answer is too obvious to require further comment.

Two years after my initial application to take the ABEPP examinations, I reactivated my application. I was then admitted to the privilege of written examination, with a note of caution that my lack of experience might still lead to difficulty in the oral examination.

The purpose of the written examination is to appraise "skill in the evaluation, interpretation, and use of research findings." These were the only instructions given. A useful purpose which might have been served, motivation to brush up on research findings in the field, was discounted by the lack of structure in the examination. The written examination consisted of reading and evaluating one published article, choosing one from four supplied. The article I chose was rather poorly done and easy for any competent person to criticize. As an assignment to my graduate seminar, a criticism of the same article was made by my graduate students. Even first-year students were able to pick out the many flaws. As an examinee, I was delighted with the ease of the written examination, but as an Industrial Psychologist, I did not feel that it set a very high standard for evaluating persons at the level of competence required for ABEPP.

The oral examination brought new problems. The manual of instructions, describing the work sample requirement as well as the field situation and the oral examination, was written in terms of Clinical Psychology. The manual acknowledges this and suggests, "Counseling Psychologists and Industrial Psychologists should translate into corresponding common concepts of their specialties." Translating the terminology of Clinical Psychology is not an easy matter. When one considers the ambiguity that can arise even within the area of Clinical Psychology, the translation to Industrial Psychology provides little useful information, and discourages both the cautious individual and the person with diverse experience from seeking diplomate status.

Regarding the field situation, which occurs just prior to the oral examination, the manual offers a paragraph specifically aimed toward Industrial Psychology. The candidate is requested to specify his special area of competency so that a problem can be secured in this area. The stated areas of personnel research, human engineering, marketing research, and training, are given as examples. As a candi-

date, this put me at ease. Personnel research being my specialty area, I felt confident that at least this aspect would be suited to my professed area of competence. The actual field situation provided for me, however, had only the remotest relationship to personnel research. The problem I was asked to solve was involved with difficulties arising from the behavior of an overseas manager who had been creating problems, and for many complicated reasons they did not wish to dismiss him. Whether or not this is even a problem an Industrial Psychologist can solve could be raised as an issue. Nevertheless, the real issue is that it takes a broad imagination to conceive of this as a problem in the area of personnel research. Over half of the time in the oral examination was spent discussing this problem, attempting to relate it in some way to psychology. The rest of the oral examination was spent on issues such as my own research and ethical problems of testing, which were more clearly related to my specialty. The oral examination committee consisted of five reasonable and capable Industrial Psychologists who somehow managed to reach a decision of passing me as a candidate. The thought has occurred to me a number of times that if the whole procedure had been under the direction of Industrial Psychologists, the whole evaluation procedure might have been more reasonable.

No criticism of an evaluation technique can be considered complete without some constructive suggestions for change. Also, I realize that I am basing my suggestions on the introspective observations of a single subject, a deplorable practice for a research-oriented Industrial Psychologist. Thus my first recommendation is to develop a research program to study the problem of ABEPP evaluation. No evidence has been provided to support the validity or reliability of the assessment techniques used. I don't feel that an Industrial Psychologist who practiced his profession of personnel evaluation based on unvalidated procedures should be certified as among the most competent in his field. Neither do I feel that the board who does the certifying should base its evaluations on unproven procedures. ABEPP collects fees from candidates who wish to be evaluated. An invaluable use for some portion of these fees might be to support research on the evaluation methods.

As a first step in the improvement of the ABEPP evaluation procedures the Committee on Professional Affairs of Division 14 might appoint a group of specialists in evaluation procedures to work with ABEPP in developing improved methods. If ABEPP was not receptive to such a group to help in revising procedures for all specialties, it might at least result in improvement of their methods in the Industrial Psychology specialty.

The end result of efforts to improve ABEPP evaluation procedures would hopefully be a diplomate status which more of the competent industrial psychologists would seek, as well as greater assurance that those who hold the diploma are indeed of high competence.

\* \* \* \* \*

This Freudian slip was made during a conversation among several university press directors: "The ultimate objection of research is publication.

Dana J. Pratt, Editor, Scholarly Books in America,  
January 1966 p.5.

## EDITOR'S NOTE

### Romance Anyone?

How does one motivate industrial psychologists to action? A few years ago, a survey of new members of Division 14 which is reported in this issue of TIP suggested that new members wanted a newsletter to keep them abreast of Division 14 activities and of industrial psychology. The Executive Council felt that a newsletter would also be an efficient means of soliciting nominations for officers, and for requesting proposals for such programs as the Cattell Award. Bob Perloff inaugurated TIP and gave it such direction and impetus that it is still rolling along and seems to be fulfilling a need. But in this issue is evidence that it has failed to stimulate members to action in that fewer nominations for division offices were received this year than in the past and also that there were very few proposals submitted for the Cattell Award this year despite notices in TIP as well as in The American Psychologist and a special mailing. In the latter case, evidently money, prestige, and promise of aid to get support for a proposal are not enough to stimulate industrial psychologists.

With these hints of apathy of readers of TIP perhaps it is pointless to mention that I have heard of several jobs that sound challenging and fascinating and especially appropriate for bright well trained industrial psychologists. But I can think of no more appropriate place for publication of these jobs which seem to me offer the opportunity where, in Perloff's words, "new generations of industrial psychologists might engage in a scientific love affair with, or find some romance in industrial psychology."

The first is an opening for a research psychologist in the Experimental Research Branch of the Division of Accident Prevention of the Public Health Service. I would guess that thanks to Ralph Nader and Drew Pearson that more money will be available for this important activity and that anyone interested in research, consumer or human engineering psychology could have a wonderful romance if he likes work.



Interested persons should write to:  
Dr. Bernard H. Fox, Acting Chief  
Experimental Research Branch  
Division of Accident Prevention  
Public Health Service  
800 North Quincy Street  
Arlington, Virginia 22203

The second and third openings are quite related to each other but not at all related to the first. Educational Testing Service has a job that sounds great and since I'm the only one who seems qualified, I hesitate mentioning it here. But on the other hand since I'm so old, fat, and lazy that I'm not going to send a resume, I will publicize it.

The title is not too romantic - Project Director, Vocational Technical Education Projects and the formal job description won't seduce too many applicants away from profit making organizations with its bland "responsible for developing, planning, and implementing service programs and research projects related to vocational-technical education. Consults with administrators of vocational-technical programs at local, state, and national level to arrange for carrying out projects that will be satisfactory to ETS and the client or cooperating organization..."

But the covering letter does a wonderful selling job:

You'll note that there's a substantial administrative component, which includes negotiation, planning, and supervision of research. There's also a research component which is really an adjunct of planning... We'd like to publish a report on the "state of the art" of proficiency testing, with practical guidelines for developing proficiency measures in the skilled trades.

This investigation would, in turn, feed into a broader project which is concerned with preparing test specifications for a large number of occupational competency exams. Such exams are urgently needed for certifying vocational education teachers and for evaluating the proficiency of graduates of vocational programs. In addition to building the tests, we'll need to tackle the problems of validation, interpretation, establishing standards, etc. There's no end to the challenges.

On the input side, we're already involved in a project to help counselors do a better job of placement in vocational-technical curricula. We're not limiting ourselves to aptitude and achievement measures. We'd like to investigate the contribution of personal history data, interests, and personality-type information, etc. to improvement of vocational guidance.

We've been urged to tackle such crusty problems as selection of apprentices, modifying attitudes toward vocational education, improving state licensing practices, improving instruction in vocational schools, etc. Which of these problems we undertake and how we proceed is bound to be influenced by the values, interests, and special competencies of the people involved--namely the Director and his staff.

Ideally, I'd like to have someone with a background in industrial psychology, guidance, and vocational education with experience in test development, research design and administration...

If this stimulates you, for further information write:  
Dr. Benjamin Shimberg, Director  
Vocational-Technical Education Projects  
Educational Testing Service  
Princeton, New Jersey 08540

The Oak Ridge Associated Universities (ORAU) has a project designed to train unemployed workers for existing jobs and to update the preparation of vocational and technical teachers. The project "combines the advanced technology, equipment and facilities of the U.S. Atomic Energy Commissions Oak Ridge industrial plants and the training direction and experience of the Union Carbide Nuclear Division with the industrial education capabilities of the University of Tennessee."

The project will study manpower problems "resulting from: (1) the technological gap between the skills possessed by much of the nation's work force and the competencies required to sustain the national economy; (2) the rapidly expanding vocational programs of Southern states that require increasing numbers of properly prepared vocational

and technical teachers; and (3) existing conditions of vocational teaching where our schools are not reducing "drop-outs", but are adding thousands each year to the hard-core unemployed."

There will be opportunities for the experimentation, research and program development work "toward the evolution, testing and application of new methods of skill training and teacher preparation. Provision will be made for giving special assistance to those who are unemployed from minority groups, rural areas and others with ability who have deficiencies of education or experience that would block their successful participation." The occupations involved are mechanical engineering drafting, machinist, electronic instrument mechanic, welding, glass blowing and physical testing technician. Persons interested in learning more about the position of Training and Experimentation Coordinator should write to:

Wendell H. Russell, Director  
Manpower Project O.R.A.U.  
P.O. Box 117  
Oak Ridge, Tennessee 37831

For those of you interested in manpower studies of scientific personnel, the National Research Council has a position open. For information, write:

Dr. Lindsey R. Harmon  
Director of Research  
Office of Scientific Personnel  
National Research Council  
Washington, D.C.

I have mentioned four specific job openings that I think offer romance to industrial psychologists. Because they are "government" or "government related" jobs perhaps they carry a bad image. Because of this, I want to say that I feel very fortunate to have had the opportunity to work as a psychologist for two government agencies - one a Defense Department agency and the other the Peace Corps. I don't think that I was "just lucky" to have had excellent superiors and colleagues and challenging tasks to perform in each agency. I am disappointed that more young psychologists don't give serious consideration to government agencies as potential employers.

Government service has much to offer in training and experience and is, in a sense, a very valuable post-doctoral fellowship. Much of our industrial psychology heritage is from military psychology; I think that in the future, much of the innovations, techniques, and advances in our field will come from the work of psychologists in places like Peace Corps, VISTA, OEO, OMPER.

If the jobs I have mentioned don't intrigue you, why not write these latter agencies or the Office of Education or the Civil Service Commission to see if they can. Even these "old line" agencies have modern problems that can challenge you.

Even if psychologists with Peace Corps, VISTA, OEO, OMPER, Education and CSC do not bring great advances to our field but merely apply what we know to the problems they are dealing with they will have made a contribution and earned a large psychic bonus.

John R. Boulger

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#### Note to Non-Members

In the last issue of TIP in his report of the First Biennial Survey of Salaries of Industrial Psychologists, Fred Wickert states "However, it is my opinion that Division 14 members, as the industrial psychologists who have gone to the extra effort to affiliate with the Division, draw higher salaries and possess qualifications superior to the larger numbers of those who simply call themselves industrial psychologists when asked to check, on a questionnaire, one of a limited number of possible psychological specialties."

Non-members, on the chance that Wickert is right, why not write Al Glickman and Unite! Al is Division 14 Membership Chairman and his address appears in this issue with a plea for information about potential members.

J.B.

It's what you know and who you know that counts.  
 Industrial Psychologists Unite.  
 Arise, Be Members and Associates.  
 Join the March. Join Division 14

## ARE YOU NOW?

<p>An APA Member?          with          A doctoral degree          based upon a psychological          dissertation          and now          primarily in psychological          study or professional work          and          in industrial psychology          research, teaching, practice</p>	<p>An APA Associate?          with          2 years of graduate          work in psychology?          or          a master's and one year          of professional work          and          now a full-time professional          or graduate student in          industrial psychology</p>
--	---

Then you should be

A Member of Division 14      An Associate of Division 14

Get Application Materials from

Dr. Albert S. Glickman, Chairman  
 APA Division 14 Membership Committee  
 Office of Personnel  
 U.S. Department of Agriculture  
 Washington, D.C. 20250

Are you now a Fellow, Member, or Associate of the Division  
 of Industrial Psychology

Then you should

Encourage good people to join the Division

Tell them why they should join

Tell them how to apply

Help them find endorsers

Tell the Membership Chairman about individuals he  
 should contact.

APA Division 14  
 Executive Committee & Committee Chairmen  
 1965-66

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\*Deceased, December 26, 1965